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AND

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MASTERS OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT
(Msc CED 2007)

**ASSESSMENT OF COMMUNITY MANAGEMENT OF
WATER SUPPLY AND SANITATION PROJECTS
A CASE STUDY OF HANANASIF WARD, KINONDONI
DISTRICT, DAR ES SALAAM MUNICIPALITY**

**"A Project Submitted in Partial Fulfillment of Requirements for the Masters of
Science in Community Economic Development in Southern New Hampshire
University at the Open University of Tanzania"**

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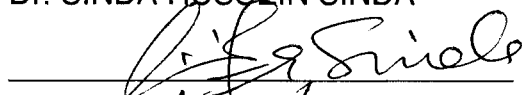
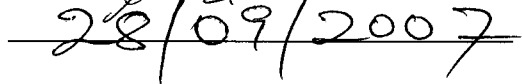
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I certify that this dissertation entitled **“Assessment of Community Management of Water Supply and Sanitation Projects a Case Study of Hananasif Ward, Kinondoni District, Dar es Salaam Municipality,”** submitted to the Open University of Tanzania/Southern New Hampshire University for the award of Masters of Science in International Community Economic Development is an independent project work carried out by Ms. Tumaini W.M Mwamyalla under my supervision and guidance. This Study has never been presented for the award of any academic qualification in any Institution of Higher Learning.

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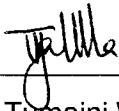
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DECLARATION

I **Tumaini W.M. Mwamyalla** hereby declare that to the best of my knowledge, this study has been done by me and no one has ever carried such a study or presented it to any University or any other Institution of Higher Learning



Mwamyalla Tumaini W.M

Date: 29/09/2007

DEDICATION

This work is dedicated to my beloved parents, the late William and the late Venancia who laid the foundation of my crave for knowledge in this world. And it is also dedicated to Keb for his prayers and support.

ABSTRACT

The management and dispensation of water supply and sanitation projects like that being administered by the Hananasif Community Development Association (HCDA) has been a chronic problem in most development countries. The HCDA started on a strong note in 1993 under the auspices of sustainable Dar Es Salaam Project. With a variety of objectives, including construction of water drainage canals, construction of water supply systems and also provision of loans. Initially all the planned activities were going well, but due to lack of focus and articulate sustainability strategies as well as monitoring indicators all the project activities became unstable and unsustainable.

The main problem has been the mismanagement of the two projects by the Team, which was entrusted the management of the project on behalf of other members of the Association.

The purpose of this research study is essentially to work with the stakeholders of the HCDA to develop feasible and sustainable Community management of water supply and sanitation projects, which would help the community to have sustainable water supply as well as clean environment and also reduce poverty, since it will also include some package of micro- enterprise.

EXECUTIVE SUMMARY

The Project consists of assessing Community Management of Water Supply and Sanitation Projects taking the Hananasif Community Development Association as a Case Study. The HCDA which is located in Hananasif Ward in Kinondoni Municipal is a community-based organization (CBO) dealing with managing three projects, which are water supply project, sanitation project as well as Loan provision project whose operations have ceased due to various constraints.

The Project is intended to assess the current management and to facilitate the arrival at workable solutions towards counteracting the prevailing problems, which have been the cause for the poor performance of the project.

After undertaking the Community Needs Assessment, the main problem that was identified is the failure to properly and effectively manage the water and sanitation projects as well as the credit scheme. This problem has been the major cause for the failure in the operations of these projects. The community has virtually failed to contribute the construction and rehabilitation of drainage canals and the repayment of loan funds given to them has been problematic too. The prices of water have increased tremendously and the community is not capable to the high water rate per bucket. The main attribute to that effect is the fact that income levels in the area are extremely low, with most of the inhabitants of Hananasif live with less than one dollar a day. The low literacy level and

understanding among the communities is another serious problem, especially when it comes to issues of project management. Most members have a wrong notion that once one has participated in the physical construction/building of the project, then his/her role ends there.

The current situation of the community is not good since they have low income levels and do not have the means to enhance them. These projects are extremely important for their livelihood, but only if they can be supervised effectively. For example the water and sanitation will be able to reduce the incidence of disease outbreaks.

This project being undertaken by the Researcher is focused on eradicating the impending problems within the CBO with full participation of the community in the Ward and the entire community in Kinondoni Municipal.

The goal of this project is to ensure that Hananasif Community undertakes its projects in water supply and sanitation in a gainful, effective and sustainable manner in conjunction to their business plan. with the main objective of assessing the current problems with regard to community management of Water Supply and Sanitation Projects and come up with corrective recommendations to address the identified problems.

Some of the achievements made by the Project to-date is the preparation of a new Constitution for their Association (HCDA), and the conducting of training on community management. Besides, it has managed instill some sense of responsibility into the community on the importance of managing their projects, including attending meetings where reports on the progress of their project are usually presented. On the other hand, the community has understood and become more responsive to the concept of contributing to their own development and particularly their projects, including contributions for the refuse collection and cleaning of the water drainage canals; and pay for increases in water rates. Other important training packages that have been undertaken under the project include the proper utilization of loans, selection of business enterprises for income generation and marketing. These were deemed to be necessary as strategies for improved income generation among the community to enable them make the requisite contribution towards their development initiatives.

The Researcher has worked collaboratively with the HCDA management and the community at large to prepare a strategy to sustain all the initiatives that have been undertaken by the Project. These include the establishment of a Monitoring and Evaluation mechanism to enable them to make a close follow-up on the progress of their projects. This was prepared in close collaboration with the Ward Community Development Officer, who will be responsible for

undertaking future training packages. The training on the monitoring process started during the course of the Study Project and will be conducted again towards the end of February 2007.

Conclusion

Generally the Study Project has been successful in unveiling the serious problems of the CBO, their causes and effects, which have comprehensively been put into perspective. The underlying problems have been well documented and discussed with the management of the CBO, its members as well as the Ward Administration and District Authorities. Responsibilities and duties have been assigned to each of the CBO stakeholders to ensure compliance and effectiveness in all aspects that have a bearing on the overall revamp of the CBO and its performance. To facilitate this, timeframes for the accomplishment of various landmarks have been set and monitoring system put in place to ensure strict compliance from all parties.

It is anticipated that with all the set strategies and management procedures that have been initiated, the CBO will be able to undertake its operations in a proper and effective manner towards achieving its objectives as enshrined in its Constitution and pledge to the entire community of Hananasif.

ACKNOWLEDGEMENT

The preparation of this work has been a success as a result of assistance, advice, guidance and moral support received from many people of various categories.

First and foremost I would like to thank my best friend Suleiman for his persistent love, care, moral and material support during my studies.

My thanks go to my Supervisor, Dr Sinda Hussein Sinda for his kindness in allowing me to tap and utilize his advice throughout my assignment period, from the time of data collection to data analysis and report writing.

I am indebted to the management and members of the Hananasif Community Development Association (HCDA) for their moral and material support.

I also would like confer my sincere gratitude to all my relatives and friends for the moral and material support they accorded me during the whole course of my studies.

Above all I thank God in Jesus Christ, who through His perpetual grace has granted me the strength, excellent health and most of all Life to enable the successful completion of my studies.

I remain entirely responsible for contents of this project paper. Therefore any queries of further elaboration on the contents should be addressed to me.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
CDC	City Development Council
CDO	Community Development Officer
CNA	Community Need Assessment
DAWASCO	Dar Es Salaam Water Supply and Sewerage Authority
DCC	Dhaka City Corporation
DSK	Dushtha Shasthya Kerdra
DWASSA	Dhaka Water Supply and Sewerage Authority
FLOM	Family Level Operation & Maintenance
HCDA	Hananasif Community Development Association
PEVODE	People's Voice for Development
NGO	Non Governmental Organization
NSGRP	National Strategy for Economic Growth and Reduction of Poverty
O&M	Operation & maintenance
TCC	Tiruchirapalli City Corporation
UK	United Kingdom
VLOM	Village Level Operation & Maintenance
WASH	Water and Sanitation for Health

CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

This chapter explains the community needs for the Hananasif Ward, which the researcher managed to identify through different participatory methodologies.

One billion people worldwide lack access to clean water and two billion to adequate sanitation. Lack of clean water and sanitation is the main reason diseases transmitted by human waste are common in developing countries (World Development Indicators 1998). Social capital contributes to the sharing of information about sanitation as well as the building of community infrastructure. Synergy between the state and civil society can improve infrastructure design and maintenance by securing financial resources and ensuring that projects respond to community needs.

People need water as surely as they need oxygen: without it life cannot exist. Water also gives life in a far broader sense. People need clean water and sanitation to sustain their health and maintain their dignity. But beyond the household water also sustains ecological systems and provides an input into the production systems that maintain livelihoods.

Water pervades all aspects of human development. When people are denied access to clean water at home or when they lack access to water as a

productive resource their choices and freedoms are constrained by ill health, poverty and vulnerability.

The research project is intended to portray the importance of community management in water and sanitation projects without micro-management by the Government. The Researcher has for the sake of practicality conducted her research in the Hananasif Ward of Kinondoni District in Dar-es-Salaam with the Hananasif Community Development Association (HCDA), which has been involved in projects related to water and sanitation for a number of years with dismal success.

1.1 Community Profile

The Project was undertaken in the Hananasif ward in Kinondoni Municipality. Hananasif ward is located 4 Kilometres from the Central business Municipality. It is a suburb of unplanned housing area surrounded by Kinondoni and Mwananyamala planned housing areas on the North and Eastern side; and Msimbazi creek on the south and Western sides. The settlement covers 50 hectares and accommodates 1095 households, living in 2897 houses according to the May 2002 demographic data. The area was originally a coconut plantation that was abandoned by one Hananasif. Former labourers in the plantation illegally built houses and subdivided the land and disposed it to newcomers, most likely through selling. Depending on the size initially acquired, those who

bought land, further subdivide their parcels of land and dispose it to other developers.

Due to the unplanned manner in which the houses were constructed, Hananasif is confronted by acute problems of access roads, water and drainage for sewage and sanitation system. In 1994, the Government initiated a project to construct access roads and drainage system in the Hananasif area. This project was being undertaken by the Department of Urban and Rural Planning of the University College of Land and Architectural studies (UCLAS). The project succeeded in changing and building a new environment in Hananasif, which was previously faced with frequent flooding as well as water borne diseases, including cholera. Besides, the local community was able to secure employment thus increasing their incomes as well as establishing a Community-Based Organization (CBO) under the name of Hannasif Community Development Association (HCDA). HCDA initiated three sub-project, namely; a water supply project, environmental cleaning and waste disposal and a credit scheme for HCDA members and other inhabitants of Hananasif.

Due to mismanagement and poor business acumen, the environmental cleaning and waste disposal project has been a total failure and has been disbanded, while the credit scheme has been declared bankrupt and borrowers failed to pay back as envisaged.

1.2 Community Needs Assessment

The Researcher chose to undertake this sort of research on community needs assessment in order to reveal and analyze the core problems that confront the communities and inhibit their capacity to efficiently undertake development projects. The participation of the community from the outset, which the Researcher intends to focus upon, is an important attribute for a successful development initiative.

1.3 Research Methodology for Community Needs Assessment

Methodology is a systematic way of solving a given research problem. It shows the main research methods and techniques used in the study. In this particular study, the researcher used different methodologies in the process of analyzing the community needs.

The project was identified as a real need by the stakeholder of Hananasif Community Development association and other stakeholders of the hananasif ward. The researcher started by having a meeting with the stakeholders of the HCDA and the other community of the Hananasif ward. During that meeting the Researcher with the collaboration with the HCDA leaders and the Ward Executive Officer discussed the operations of the three projects since their inception to-date. Besides, the economic capacity of the community was also

given prominence. During discussions, communities used the preference ranking method to analyze and prioritize their problems as illustrated in the following table.

Table 1.1: Preference Ranking

SOCIO-INTEREST GROUPS	GP 1	GP2	GP 3	TOTAL SCORE	RANK
PROBLEMS					
1. Lack of water	4	4	4	12	ii
2. Poor participation	2	1	5	8	iii
3. Bad management of the projects	5	5	4	14	i
4. Poverty	3	2	3	8	iii
5. Too expensive to buy water and sanitation expenses	1	3	1	5	v

Source: Field Survey, 2006

From the problem ranking table by preference the main problem was seen to be the management of their projects, which caused poor performance and ineffectiveness.

The researcher decided also to use the problem tree method for identifying the needs of the community. In this second method, the Researcher prepared special cards onto which the community members listed various constraints. Constraints that had more frequency were ranked accordingly and incidentally project management was again found to be the major constraint. The Researcher then assisted the community to develop causes and effects of the identified problem. (See appendix attached)

1.4 Survey Findings for the CNA

The researcher decided to conduct a survey, which would help to identifying the underlying causes of the identified problem and also confirm whether the problem was the real a need of the community of Hananasif. This was with a view to develop a classic community project, which would be effectively implemented and sustainable.

The findings of the conducted Survey were realized upon analyzing the data divided into six (6) categories and parameters, that were perceived to be most characteristic of the community in Hananasif Ward. The parameters chosen were also those that were deemed to have significant bearing on the performance of the CBO, its members and the community at large. The parameters for which data was collected and analyzed include the following: Education of the respondents, occupation, income levels, involvement in financial benefits and disbursement, management of water supply and sanitation projects and housing status in survey Area. Each of the aforementioned parameters is analyzed hereunder as a basis of the conclusion of the survey.

1.4.1 Education of Respondents

The education of the respondents ranges from illiterate, primary education, secondary education and college/university education. The majority of respondents (44.4 per cent) had only completed primary education, followed by secondary school leavers (33.3 per cent) and the least were college/university leavers at 9 per cent. Among the respondents, only one was illiterate, in the sense that he had not undergone any formal education as illustrated in Table 1.2 below.

Table 1.2: Education Level

Parameter	Frequency	Percentage
Primary Education	20	44.4
secondary	15	33.3
Other (Collage, university)	9	20.0
No Education	1	2.2
Total	45	100.0

Source: Field Survey, 2006

1.4.2 Occupation

The majority of respondents (about 53.3 per cent) were petty traders, engaged in small businesses with very low level of investment and returns. The main businesses were kiosks of vegetables, fruits, cigarettes, water, ice cream and peanuts. A relatively small number of respondents (20 per cent) had large businesses, like shops for groceries, clothing, second hand clothes (mitumba)

and bars. Other respondents (26.7 per cent) were employees in various sectors, including private and government, as indicated in Table 1.3 below

Table 1.3 Occupation

Parameter	Frequency	Percentage	Cumulative Percentage
Large Business	9	20.0	20.0
Small Business	24	53.3	73.3
Employee	12	26.7	100.0
Total	45	100.0	

Source: Field Survey, 2006

1.4.3 Income Levels

As indicated in Table 1.4 below, income levels of respondents were spread over a range from below Tshs. 30,000 to above Tshs. 80,000. The majority of respondents (about 44.4 per cent) were in the medium category of between Tshs. 30,000 and Tshs. 80,000 per month. A relatively smaller percentage of 33.3 per cent of respondents earned less than Tshs. 30,000 per day and even a lower percentage of them (about 22.3 per cent) earned more than Tshs. 80,000 per month. Taken as a whole, the majority of respondents earn less than Tshs. 1,000 a day (less than a dollar) per day, signifying that they live below the poverty line. This is the general trend of livelihood among the majority of the community in Hananasif. This situation is among the main attribute to the failure

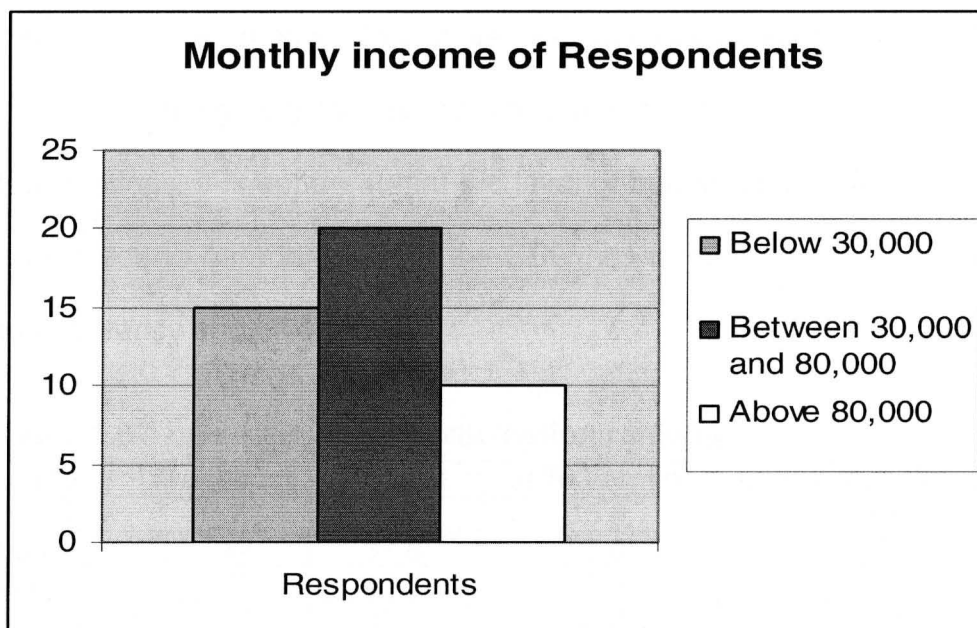
of the water and sanitation projects, which the community is supposed to manage. However, the level of poverty among the community and members of the CBO does not give scope for the efficient management of the projects.

Table 1.4: Monthly Income of Respondents

Income Range	Frequency	Percentage	Cumulative Percent
Below 30,000	15	33.3	33.3
Between 30,000 and 80,000	20	44.4	71.1
Above 80,000	10	22.3	100.0
Total	45	100.0	

Source: Field Survey, 2006

Figure1 Monthly Income of Respondent



1.4.4 Involvement in Financial Benefits and Disbursement

About 82 per cent of the respondents indicated that they did not know how the finances of the projects were being utilized or disbursed, while 15 per cent indicated that they were somehow informed of the financial arrangements in the CBO. The remaining 3 per cent indicated that they knew nothing about the existence of finances in the CBO.

With regard to the participation of members in the management of the CBO and projects, only 6 per cent of respondents were of the opinion that there was adequate participation of the beneficiaries in the management of the projects. About 22.2 per cent indicated that beneficiary participation was very good, while 17.8 thought that it was good enough. The majority of them (about 37.8 per cent), however, thought that there was low participation, while 15.6 per cent cited it as being very low as indicated in Table 1.5 below. Combining the two latter ratings, it is apparent that the level of beneficiary participation is quite low and needs to be addressed, if the CBO has to operate at the desired levels of transparency and efficiency.

Table 1.5 Beneficiaries' participation ranking

Rating	Frequency	Percent	Valid Percent	Cumulative Percent
Very Low	7	15.6	15.6	15.6
Low	17	37.8	37.8	53.3
Good	8	17.8	17.8	71.1
Very Good	10	22.2	22.2	93.3
Excellent	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: Field Survey, 2006

1.4.5 Management of Water Supply and Sanitation Projects

Although the majority of respondents (84.4 per cent – Table 1.7) indicated that they were aware about the water supply and sanitation projects, they were poorly involved when it came to the management of the projects. Table 1.6 below shows that 62.2 per cent of the respondents were of the impression that they were poorly involved in the management of water supply and sanitation project. They were of the opinion that the projects were to a large extent managed by a combination of the community, HCDA and Local Government. Few respondents (about 7 per cent), thought that the community managed the projects by itself, while about 9 per cent thought the management of projects was a combined effort between community and HCDA.

Table 1.6: Respondent's Involvement in Management of Water Supply

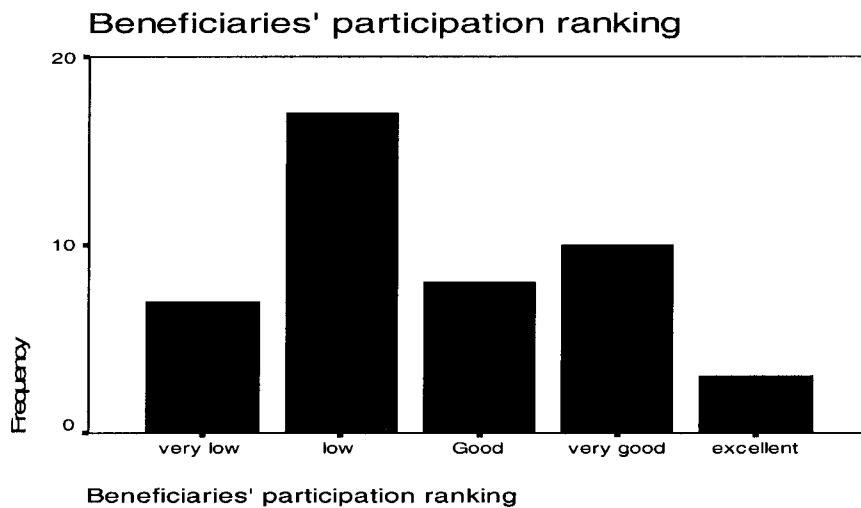
Parameter	Frequency	Percent
Communities Themselves	7	15.6
Community, HCDA and Local Government	28	62.2
Community and HCDA	9	20.0
Don't know	1	2.2
Total	45	100.0

Source: Field Survey, 2006

Table 1.7: Respondents' knowledge on water supply and sanitation projects

Parameter	Frequency	Percent
YES	38	84.4
NO	6	13.3
DON'T KNOW	1	2.2
Total	45	100.0

Source: Field Survey, 2006

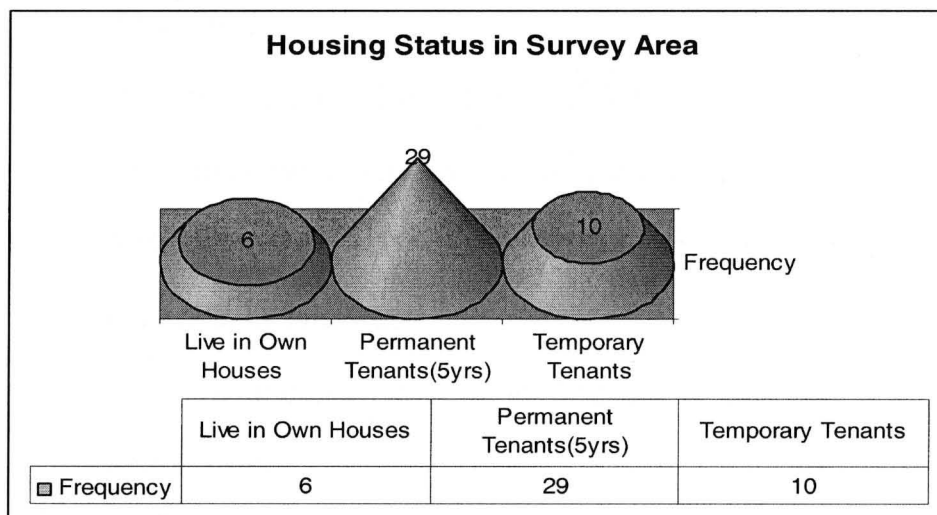
Figure1.2 Beneficiaries participation ranking

1.4.6 Housing Status in Survey Area

The status of housing in the survey area is also cause for the current problems, especially those related to the poor response to sanitation. It was found that most of the house owners are not resident in Hananasif. They only come on irregular visits especially at the end of the month to collect their house rents or when they are summoned by the Local Authorities for any administrative issues that arise. On the other hand, most of the houses were acquired through family inheritance. Their allegiance is therefore divided between their domicile (Hananasif) and their current residential areas. Their participation in development programmes in the area (Hananasif) is very marginal and for some non-existent. On the part of the tenants, they are divided into two categories. There are those who are the so-called permanent tenants and the temporary

ones. The permanent tenants are those who have rented the houses for over a continuous span of over 5 years and the temporary ones below that duration (Table 1.8). The tendency is that the permanent tenants participate more fully in the development initiatives in the area than do the temporary ones. This is mainly so because the majority of the permanent tenants have invested in some business enterprises and are therefore answerable to the local authorities in terms of subventions and taxes. As such, when most of the temporary tenants and even some of the permanent ones are not particularly interested in the sanitation initiatives in the areas, especially the emptying of their septic tanks on a regular basis. They assert that the responsibility to drain or empty the septic tank lies with the landlord to whom rent is paid.

Figure 1.3 Housing Status in Survey Area



Source: Field Survey, 2006

1.5 Discussion on CNA Results

The survey came up with the following findings:

- i. The majority of the community members live below the poverty line earning less than a dollar a day. As such they cannot contribute effectively to development initiatives.
- ii. The low income levels reflect on the liquidity levels of the CBO to undertake its functions effectively.
- iii. Most of the houses are habited by tenants with the land lords living in other areas. The tenants neither have the capacity nor the interest to empty their pit latrines regularly.
- iv. Neither the community nor the members of the CBO participate actively in the management or decision-making of the CBO. The majority of the community is ignorant of the activities, financial status and perspectives of the CBO.
- v. The poor management of the CBO arises from the lack of a clear and perspective Business Plan to lead the process.
- vi. Besides having a poor resource base, the NGO also has a poor system of managing its finances.
- vii. The infrastructure for sewage disposal is dilapidated and needs to be rehabilitated.
- viii. The NGO receives very little support from responsible government authorities on how to conduct its business.

1.6 Conclusions and Recommendations from the Findings

1.6.1 Conclusion

The NGO has serious management and organizational problems, which need to be resolved so as to enhance its capacity to undertake its mandate and responsibilities vested upon it.

The community is demoralized by the poor capacity, lack of feedback from the management of the CBO and low attention and support they are getting from Government authorities.

1.6.2 Recommendations

The following recommendations have been drawn from the survey results:

- i. In order to facilitate the management of the CBO, it is necessary to have a comprehensive Business Plan for the CBO to guide the development process.
- ii. Participatory approaches need to be imparted to the management of the CBO to facilitate the involvement of the communities in various development initiatives as well as provide regular feedback on the progress in various project activities.
- iii. Entrepreneurial skills development to community members will be fundamental for better investment in income generating activities, as a means to improve their financial base.

- iv. Better supervision needs to be undertaken by authorities to ensure that the governing by-laws for water and sanitation are adhered to effectively.
- v. An enquiry should be made at community level to check and ensure that no embezzlement of funds was done and establish a more transparent financial management system of the CBO.
- vi. A better reporting system between the CBO management and members should be established.

The above recommendation was which resulted from the Community need assessment result have developed the training project to the HCDA members as well as the Hananasif community. The researcher

The process of identifying the need for Hananasif community was very difficult as it as the first time for this community to be granted a chance to discuss on the problems and challenges which are facing their lives and at the end to decide of what kind for project will help to solve their problems.

CHAPTER TWO

PROBLEM IDENTIFICATION

This chapter elaborates the problem which faces Hananasif community. It also explains on the project goal, objectives as well as the Mission Vision and Goal of the hosting Organization (HCDA).

After analyzing the community needs regarding their water supply and sanitation projects as well as other individual income generation activities which were formulated after acquiring the loan from the HCDA and other credit facility offices the researcher was able to identify the major problems confronting those projects. These problems have been the focus of the researcher for the past eighteen months, while pursuing her course in Masters of Science in Community Economic Development.

2.1 Problem statement

The main problem currently facing the Community of Hananasif ward is the failure to properly and effectively manage their water and sanitation projects as well as their credit scheme. This problem has been the major cause for the failure in the operations of these projects. Among the project activities that have virtually failed to implement is water drainage and sewage, which were initially conceived by the community as being viable projects and developed with the collaborative assistance of HABITAT and the Ardhi Institute. The drainage system has collapsed resulting in the overflow of refuse in the premises, thus

causing a scare for cholera and malaria to the community and the general public as a whole.

Besides, the unstable supply of water, particularly for domestic use with resultant loss of time and drudgery from fetching water. On the other hand, water is sold at unaffordable rates, but also puts the lives of young girls at risk as they are exposed to rape assaults as they make early routes to fetch water at distant sources.

It has been observed that the standard of living of the Hananasif community has been falling in recent years, mainly because of the failure to realize any income from their income generating enterprises, thus rendering them unable to pay back their loan debts from their association and other financial agencies.

The Researcher, upon analyzing the prevailing condition has seen the importance of revamping and installing a new more sustainable system that would be able to manage the projects and to facilitate the community in their plight for poverty alleviation through income generating activities.

Among the main causes for poor management of the projects is the poor management capacity of people entrusted to manage the HCDA, negligence among the community coupled with the non-payment for the services provided

to them, especially those related to maintenance of the drainage canal for the sewage and collection of refuse in their respective areas.

2.2 Target Community and Stakeholders

The targeted community for the project was the Hananasif Community through the HCDA. The Hananasif community is composed of different groups, namely adult men, women, youth and children (including pupils and students). Generally, the community is heterogeneous with diverse activities.

Since the objective was to assist the community to come up with workable and sustainable community management approaches for managing projects, their participation in the process was fundamentally important. In this view, the participation of the communities was ensured right from the outset, with most of the decisions being made at the community level.

Stakeholders and other targeted groups namely, local Government officials and politicians, DAWASCO and other affiliated groups participated actively during the preparation and implementation of the project.

2.3 Project Goal

The project goal is to ensure that Hananasif Community undertakes and manages its projects in water supply and sanitation in a gainful, effective and sustainable manner in conjunction to their business plan.

2.4 Project Objectives

The project objectives are:

- i. To develop a sustainable community management model for the HCDA projects.
- ii. To liaise with members of the organization and Hananasif leaders on developing new business plan for sanitation project.
- iii. To equip members of the group with adequate knowledge and skills on management of their projects.
- iv. To empower members of the organization with adequate skills on entrepreneurship and marketing.
- v. Recommend to the organization best ways for scaling up the project to also cater for the rest of the members of community.

2.5 The Mission Vision and Goal of the Organization

The Mission, Vision and Goal of the HCDA are enshrined in the overall objective global objective of enhanced poverty alleviation among the community in Hananasif as stipulated in the Organization's Constitution. The Vision is mainly to ensure socio-economic development in the Hananasif through total involvement and participation of the concerned community. The goal is attain the highest level of livelihood among the Hananasif community through sustainable improvement of the social services and income generation initiatives.

2.6 Host Organization

The Hananasif Community Development Association (HCDA) was the host organization for the project. This organization is a Community-Based Organization, which is not affiliated to any other agency or umbrella organization. Its offices and operations are within Hananasif Ward in Kinondoni Municipality of Dar Es Salaam.

The HCDA was a result of the community development committee which was formed during the implementation of the Hananasif community –based upgrading settlement projects. The project aimed on flood management by constructing storm water channels, murram roads, drainage outlets e.t.c

The organization structure is formed by member's general assembly, executive committee that is formed by Chairperson/project leader, Project assistant, Accountant, Administrator and loan officer. The structure shows the group office bearers who were elected in 2003 and according to group constitution handout, the new leaders would be elected in 4 years time. The general assembly is the annual members meetings and according to constitution the assembly would meet at the end of the year. (*Annex III shows the Organization structure*).

CHAPTER THREE

LITERATURE REVIEW

The literature review entails what other people have done or conceptualize on the same topic. The major areas covered include Theoretical, Empirical and Policy Review. The theoretical part of the literature review covers the general information collected from different sources on the same topic. Empirical literature summarizes information cited from different authors who studied similar topic. The policy review section summarizes existing regional and national policies in the manner it influences community development.

In many urban areas, water services are provided by a centralized system, either operated by public, quasi-public or private agencies. Environmental sanitation services, including sewerage, drainage and refuse collection and disposal are also often built and contracted centrally by municipal and city authorities. In the majority of urban areas in developing countries, these centralized systems are unable to cope with the rapid increase in population, growth in demand due to changes in lifestyles and commercial growth in cities, ageing and deterioration of infrastructures, increasing degradation of surface and groundwater sources through pollution, over-extraction, and salt-water seepage into aquifers, and historic inability to recover the actual costs of operating and managing the systems. These factors have led to increasing

water shortages, increasing numbers of people un-served, contaminated and lower quality water, uncollected refuse heaps and increasing incidences of flooding. The impact of all these problems falls most heavily on the urban poor.

Thus the lack of access to a reliable, adequate and safe and affordable water supply impacts directly on the livelihoods and incomes of the urban poor – their ability to engage in income-generating activities, the types of livelihood activities they can engage in, their incomes from these activities, and their overall cost of living. Similarly, their lack of access to adequate and affordable sanitation services directly impacts on their health and thus, their capability to earn.

However, there is not just one level of poverty: within each settlement, there is a wide range of experiences of poverty, from those who are owners of homes (although not owners of the land, and therefore lacking in legal tenure), compared to those who are renters. Women-headed households are generally poorer than their male-headed counterparts. Also risks to income are managed differently if people are working on the basis of daily labour, hawking or a longer term contract, and this will have an impact on the way that people invest in property, housing or basic services.

This Literature Review presentation provides a general overview on the Water Supply and Sanitation in the developing countries and more specifically in

Tanzania. It gives both the theoretical and empirical perspectives on the subject, with practical examples of projects to that effect.

3.1 Theoretical Literature Review

The Journal for Water and Sanitation for Health (WASH) Project of 1993, stipulates that, the urban poor frequently have zero access to basic water and environmental sanitation services centrally provided by the city and water authorities and are characterized by the following scenario:

- i. Without connections to the main water supply system, the urban poor typically have to buy water, often of poor quality, from enterprising water vendors that charge anywhere from 5 – 25% more per liter of water than what a consumer connected to the mains supply would pay. Often, this water will come after hours of waiting, arrive at inconvenient hours, and at designated places from which the household supply would need to be carried home.
- ii. Water is an important livelihood asset for petty trading, especially of street food, drink, beer, ice and ice products. It is also a livelihood asset for services such as laundry, car-washing, and even car-window washing at stoplights. Because of the precarious nature of these livelihood activities, any disruption to the water supply directly affects incomes.

- iii. If there are other water sources nearby, such as springs, wells, broken mains, or exposed mains pipes, household expenditure on water would be lower. But there could be additional expenditure on medicines & medical treatment for example for skin diseases as a result of bathing in contaminated water, or additional expenditure on fines (for illegal tapping) or for protection from the local muscle-men in order to be allowed to continue with the illegal connection to the water main.
- iv. Due to the generally poorer quality water, the urban poor suffer the debilitating effects of water-borne diseases like diarrhoea, gastro-enteritis, cholera, thus requiring them to spend on medicines and medical treatment, causing their children to miss school, or causing the adults to lose income through missed working days. The alternative for this is for the urban poor household to clean their drinking water by boiling it, thus spending more on fuel.
- v. Sanitation facilities for personal hygiene are often non-existent. If they have access to either communal facilities or the facilities of their landlords, use of these facilities adds to household expenses. Open defecation brings with it particular risks to the personal security of women and children and more general risks of diseases to the whole community.
- vi. It is well documented that women and women-headed households suffer from greater levels of poverty than men or male-headed households, and that women spend more of their incomes than men on household

expenditures. This also relates to their access to water and sanitation services. As women and children are responsible for the collection of water, if it is at some distance from the home, or if it is expensive, it is their budgets of time and money that will be affected. Women and children suffer from poor sanitation, as mentioned above.

- vii. Stagnant water from poor drainage and drainage canals and streams strewn and blocked with uncollected refuse and sewage become breeding grounds for mosquitoes & other pests that are disease carriers. Refuse heaps and open sewage are regular sources of contamination of food and drink. And because of the density of housing in many slum communities, it is easy for diseases to spread rapidly throughout the whole community, lowering incomes, and in some cases, claiming lives.
- viii. Rains and typhoons swell blocked canals and streams and lead to flooding, causing disruptions to livelihood activities. For households living along river beds or beside canals and streams, the flooding could also mean the total loss of property, and sometimes of life. The outbreak of highly communicable diseases also often follows flooding.

3.1.1 Constraints to Gaining Access to Water and Sanitation Services for the Urban Poor

According to Schwartz and Johnson (1992) in the WASH Technical Report No. 66, there are four main common difficulties which have to be overcome in order

for poor urban communities to access water and sanitation services. These are as follows:

- The legal position of the residents with respect to land tenure,
- The political position,
- The locality of the settlement in which the communities are living including distance and accessibility due to narrow access roads, and
- The cost (construction, operation, maintenance, servicing, etc.) of accessing services.

Land Tenure

Legal land tenure provides people and communities with official status and documentation to live in their settlement or on their land. Many residents in developing countries lack legal land tenure and this has a detrimental impact on their ability to engage with the formal sector, whether to raise capital for business, access services, find a job or resist evictions.

In many cities, municipal and private water and sanitation service provider do not supply these essential services to communities which lack legal tenure. This can be the case even where policies exist stating that water and sanitation should be made available to all citizens. Reasons given for the lack of services can be that the land is unsuitable for habitation, inaccessibility, overcrowding or a perception that poor communities are not able to pay for services.

Municipalities may not supply services to settlements that lack land tenure because it could be seen as political acceptance of the settlement as a bona fide place of residence. If the settlement is on land that has been earmarked for an alternative use, such as a road, hospital or business use, or where people are living on the pavement, the municipality may not be willing to grant legal land tenure to residents. The municipality may also not feel that it is their responsibility to find alternative accommodation for people who are living in illegal settlements.

Those without security of land tenure are often invisible in city planning. They are not on voter registration lists nor included in national statistics and are consequently not identified for, or are consciously left out of planning for urban water and sanitation services. Thus, although national policies frequently state that the government should provide water for all its citizens, in practice the application of this policy is often impossible without formal land tenure.

Political Barriers

The stench and state of urban poor communities are often used by municipal and city authorities as convenient reasons for continuing to disregard them, and for continually attempting to obliterate them from the urban scene through evictions, or sometimes by simply building a physical wall to hide them. Thus unseen, stereotyped as filthy people willing to live in the stench and squalor of the slums, the urban poor are also easily politically marginalized. Their income

poverty is used as an excuse for not providing them with basic services, in the belief that they will not be able to pay, and/or not be willing to pay.

In addition, it is not uncommon to find that government, and sometimes even NGO staffs are unwilling to enter urban poor areas due to fear for their physical safety, as slum communities are seen to harbour criminal elements. This presents additional barriers to getting slum community residents involved in any development projects.

And yet, the support of the urban poor is most cynically sought by politicians and political parties during elections in exchange for money, or access to the most basic of services – the promise of free water, or some improvement to their living conditions.

Locality

Where communities are living in densely populated areas, or are living some distance from either the municipal supply or perhaps outside the city limits, the access to municipal water and sanitation services will be limited.

In densely populated settlements such as Kibera in Nairobi, Kenya, the availability of land for the construction of either latrines or water points is extremely limited, and where permission is given by land owners to construct

these services, their use by the general community can be restricted. The lack of space also limits the technology that can be used, and also the level of service. Individual household latrines would be almost impossible in areas which are densely populated, so communal solutions, which can have management problems, and which are not favoured by residents, due to lack of privacy and convenience, are required. The lack of adequate roads also has an impact on the feasibility of emptying pit latrines – and the low-cost emptying of pit-latrines also relies on there being adequate disposal sites, whether into the municipal sewerage system, or other available dumping site.

Cost of Services

The cost of accessing services is very much tied up with the two barriers outlined above. Both legality and locality of settlement will have an impact both on the cost of installing services, and on the willingness and ability of poor communities to pay for basic services.

However, it has been well-documented that the poorest are paying more per unit for essential services such as water and sanitation than middle-income residents. Poor households are not only paying more in absolute terms, but also pay more in social costs due to the degraded environments in which they live, through poor health and lost employment.

Clearly the perception of cost as barrier to the urban poor gaining access to water and sanitation services is not the whole story, and solutions have to be found to ensure that poorer communities and the poorest living within poor communities are not discriminated against due to their locality or their legal, political or economic status.

While many countries have instigated subsidized systems, or free services aimed at assisting the poorest to access services, it is difficult to ensure that these subsidies do reach those for whom they are intended. On a small scale and when carefully targeted, (usually through the participation of community residents in identifying those in need) subsidies can make a difference for the most vulnerable within a settlement. This is the experience of organizations such as Water Aid and its local partners. But at present, subsidies are embedded in the low prices charged by water supply and sewerage authorities to their customers. Majority of the urban poor, as has already been discussed, are not customers, and therefore do not benefit from these subsidies. Perversely, these subsidies benefit the middle class and the rich who enjoy connections to the main supply.

Pricing policies, such as increasing block tariffs, which were intended to assist the poor to get water at cheaper rates can be problematic. Unless they are able to take into account the fact that poor communities tend to rely more on

communal water points, rather than household level taps, IBTs actually result in the poor paying more for water.

The cost of providing services to a fixed standard (often set in colonial times) can also be a barrier for poor communities to install services particularly where local providers are not prepared to lower standards in order to allow poor communities to access services.

A final comment on the cost of services as a barrier is the issue of equity of distribution, and how municipal bodies can ensure that all residents have access to adequate amounts of water, even in times of scarcity. Limits to consumption, particularly of ground water sources, may need to be put on certain sectors (hotels, industry, etc.) at such times. In cities such as Kathmandu, this issue is critical.

In order to reduce costs, it is imperative that communities not only become involved in the delivery of essential services, but that they are also involved in planning and implementation. Where a community has been able to demonstrate their level of organization, and their ability to pay for essential services, the municipal supplier, regardless of legality of tenure, will be more willing to provide the services. Local suppliers, including private sector suppliers, also begin to recognize the value of including poor communities in the network when it is apparent that this will increase revenue through billing.

Working towards a range of options, and a range of costs and levels of commitment: from municipal supply, small scale independent provision, to the upgrading of traditional water sources, will ensure that the poorest are able to access essential services. This may mean, in the face of privatization of water and sanitation supply that the role of small scale providers would need to be protected.

3.2 Empirical Literature Review

This section gives a brief overview of Water Supply and Sanitation in different countries and in Tanzania, with a view to provide some empirical evidence of the difficulties encountered in managing projects of this nature. The examples are taken from WaterAid profiles for Bangladesh, India and Tanzania. and our local NGO partners' experiences in Dhaka (Bangladesh), Dar es Salaam (Tanzania) and Tiruchirapalli in Tamil Nadu (India).

The main feature for the three projects is the demonstration of how communities themselves were involved and take a leading role in the process of improving their access to essential services.

3.2.1 Dhaka, Bangladesh: The NGO as Mediator with the Water Authority

According to a recent World Bank report, Bangladesh's urban population grew from 2.6 million in 1961 to approximately 22 million in 1991, a nine-fold increase.

Asian Development Bank study cited that the population of Dhaka grew from 3.5 million in 1981 to 6.95 million in 1991, a growth rate of 7.1 percent. Current estimates suggest that the total population of the Dhaka Metropolitan Area is over 10 million, with around 3 million of these people living in various slums on government and private land.

Water and sewerage services in Dhaka are organized and managed by the Dhaka Water Supply and Sewerage Authority (DWASA). Local NGOs initially had a hard struggle to persuade the DWASA and the Dhaka City Corporation (DCC) to provide access to piped water services to residents of informal settlements. DWASA had a policy of only providing connections to land-owners, on presentation of a 'holding number' related to their plot. This effectively excluded slum dwellers from the services.

In 1992, through continuous negotiations with DWASA, the local NGO, Dushtha Shasthya Kendra (DSK) was able to convince DWASA to give access to piped water systems to two *bustees* (slum communities). DSK organized the residents of the bustees to build shared water points, and then applied to DWASA to legally connect the water point to the DWASA mains. Each water point, which would serve 100 families had an underground storage reservoir and a concrete platform, with two simple suction hand pumps. DWASA agreed to provide the connections after DSK obtained permission from the Dhaka City Corporation to

use the site, and after it paid a security deposit and guaranteed that the bills would be paid.

DSK introduced the water points to the residents as community owned and managed infrastructure for which the residents were to pay for the construction costs and security deposit to DWASA. The residents agreed to take out an interest-free loan of \$960 (£600) from DSK to cover the costs of water point construction and connection, payable in two years. In order to generate the revenue to pay off the loan, pay the DWASA water bills, repair the water point when necessary and employ a caretaker, the community collects fees for water collection and water use. Fixed prices were agreed for collecting a *kolshi* of water (equivalent to 20 litres), taking a bath or washing clothes. Community members agreed to pay monthly or daily, depending on their circumstances.

Such was the success of this project that the DWASA and DCC agreed to undertake a piloting phase for this arrangement. In collaboration with WaterAid, the Water & Sanitation Programme, and later other international agencies like UNICEF and Plan International, further collaborations with DSK, and five other local NGOs, a total of 110 community-managed water systems had been established and running successfully, benefiting around 60,000 slum dwellers. The community managed water systems ensured DWASA regular revenue from the water they supplied to the slum communities, and limited the number of

illegal connections (and therefore lowered the level of non-revenue water, a usual measure of water management efficiency).

It is not surprising then that further expansion of these arrangements is being planned by DWASA for one of the largest slum concentrations in Dhaka, which would potentially provide to over 250,000 slum dwellers. In addition, with communities having successfully demonstrated to the government that residents of informal settlements have the capacity to manage and maintain communal water points, the water authority is now allowing communities to apply for water connections on their own behalf, without the need for an NGO mediator.

In undertaking these projects, WaterAid and its local NGO partners in Dhaka have also been exploring the particular problems associated with assuring that women's needs are addressed in the provision of water and sanitation services. Through the development of water user committees, local NGOs were determined to ensure that women were involved in decision making processes for the installation of water points, as it is predominantly women who will benefit from them. A women's NGO, Phulki, has had the most success in ensuring genuine women's participation in these mixed committees. They worked through whatever problems there were in relation to women's involvement in the committees. This took the form of gender training, working with men, not just women, in discussing different gender roles, and what individuals can do to try

and address them. While there has not yet been significant evidence that this has led to more effective management systems, or to a more sustainable supply of water and sanitation services, as there has not been sufficient time passing to measure this, the fact of having mixed user committees has debunked a myth that women and men are not able to work within the same team for cultural reasons. This in itself is noteworthy.

3.2.2 Tiruchirapalli, Tamil Nadu, India: The Role of Federations of Community Organizations

Tiruchirapalli City Corporation (TCC) is the fourth largest municipal corporation in the state of Tamil Nadu, South India. It has an estimated population of 830,000, though this is believed to be growing fast because of the new industries and other employment opportunities being developed in the city. There are 291 slums in the heart of the city, home to some 115,000 people. Of these slums, 105 are unrecognized.

Underground drainage throughout the city is poor, and in many areas in a decrepit state. Sewage water in most part of the city flows directly to the river Cauvery that runs around the city, and to the canals that run from the river. During the monsoon rains, the canals break their banks and wastewater enters the houses both in the slums and other low-lying areas. Due to the non-

existence of drainage systems, the few household latrines constructed under past city improvement schemes were not in use. The community latrines constructed by the city corporation - 41 dry latrines (open pits which were emptied manually), and 7 latrines with septic tanks were all unserviceable and unused due to poor maintenance.

Last year, the TCC and the district administration, in one of their annual planning decided to construct communal latrines in 41 slums, converting the dry pit latrines into systems with septic tanks or connected to underground drainage. They approached WaterAid for financial assistance towards the hardware component of the project. WaterAid, through lengthy discussions, convinced the TCC of the necessity of community participation and management. With this concept, the TCC then applied for a grant from the State Government under its *Namakku Naame* (We for Ourselves) programme to provide communal latrines to a total of 100 slums. Under the *Namakku Naame* scheme, any development initiated by the people would receive a contribution of twice the value of support raised locally by the people. Through this programme, the project received 30 million rupees (£ 435,000) in addition to WaterAid support and the people's contributions.

Thus, what started as a communal latrine construction project in 41 slums developed into a 3-year integrated sanitation promotion programme for 100

slums. This would entail building or rehabilitating one communal latrine for each slum, helping to build household latrines, increasing the availability of water supply by improving the existing pipe lines and providing new bore well hand pumps, improving the underground drainage systems where these existed and providing community compost pits and garbage bins to dispose of solid wastes. WaterAid and three NGO partners agreed to manage the work in 25 slums, leaving 75 slums under the management of the TCC.

The three local NGO partners: Gramalaya, SCOPE and SEVAI met with active resistance on one hand, and apathy on the other during the initial phase of the project. People resisted the choice of sites for the communal latrines, fearing that these would encroach on the land they occupied, or that these would not be maintained and therefore suffer the fate of previous communal latrines. People obstructed the clearing work, truck drivers who brought in materials were driven out and the materials were stolen.

Through patient community organizing activities, however, the project slowly moved forward. Women in the communities were the first to be convinced and the first to act. Self-help groups were organized amongst the women residents, with each community having an average of 4 SHGs in the initial stage, growing to 6-7 SHGs later in the project. Each SHG had on average 20 members. The

SHGs in the 25 slums were then federated into an SHG network, with an advisory board selected amongst the representatives.

Each of the SHGs was assigned a particular responsibility for an area of work, like communal latrine maintenance, hygiene promotion, water sources management or environmental sanitation. One year into this three year project, with the help of the SHGs and their network, the settlements had achieved their two-year targets. Twenty community latrines were completed, and previously abandoned community latrines were brought back to use. Wherever space was available, individual latrines were promoted, and through this promotion, some 1000 household latrines were completed. Communal 'child-friendly toilets' (open structures with smaller pit openings) were also constructed after it was found out that children refused to use the latrines due to the narrow, enclosed cubicles. WaterAid-India estimates that some 21,000 slum dwellers use the community and household latrines.

Such was the success and the speed with which these were achieved in the 25 slums that the residents in the 75 slums which fell under the responsibility of the TCC and district authorities approached the advisory board of the SHG network and the three NGOs for assistance. Exchange visits were organized by the NGO for residents from the 75 slums, as well as for members of the SHGs in the 25 slums for sharing of experiences. In the end, the NGOs and SHG network

helped the residents in the 75 slums to organize 352 SHGs, giving rise to 512 SHGs covering the 100 slums.

Through this successful work on community latrines and sanitation promotion, the SHG network has been invited to be represented on the City Welfare Committee and the City Development Council (CDC). They have also been mobilized by the CDC to help identify illegal encroachments on land, and have succeeded in having offenders removed. The challenging aspect of this task is that the offenders have all been rich business people. It is hoped that some of this land freed from illegal encroachments will now be made available to the residents of settlements. At the same time, whilst the majority of the work in Tiruchirapalli has been in regularized settlements, due to the inclusive nature of the SHG federation, work has started in mobilizing communities living in settlements which have yet to be regularized.

3.2.3 Urban water supply and Sanitation Projects in Tanzania Dar es

Salaam: People's Voice for Development

Dar Es Salaam has a population estimated at between 2.5 – 3 million, accounting for around 25 per cent of the country's urban population. During the last 40 years, the city's growth has been primarily concentrated along the coastline and 4 arterial roads. Between the arterial roads, there are large areas

that are not serviced and have developed into unplanned settlements. Many of these areas are located in hazardous lands such as river valleys, flood-prone areas and hill slopes. This has led to problems in managing hazardous lands characterized by soil and gully erosion, deforestation, excessive storm water run-off and landslides, sand-mining and solid waste and environmental pollution. Servicing these areas is difficult due to the nature of the terrain and the density and layout of the settlements. Unplanned and un-serviced areas accommodate about 80 percent of the population of the city. In the late 1990s, there were 55 such informal settlements in these areas.

WaterAid's work in Dar es Salaam consisted of rehabilitating boreholes in 7 streets (communities) in the informal settlements. These boreholes were put into place by the Tanzanian government, with UK government funding, at the time of the drought in 1997, and have since fallen into disrepair. In rehabilitating the boreholes, WaterAid proceeded to work together with the Temeke Municipality in organizing water user associations in each street to ensure community management of the water facilities.

The water user associations became responsible for operating and maintaining the water points. This included collecting fees for the water drawn by the residents, and ensuring that immediate repair is undertaken, should pumps break down. The fees collected by the water user association helps pay for the costs of repair and maintenance, as well as for the caretaker. In at least one of

the communities, the fees have been used to build additional water points, and thus expand the services to an adjacent community.

The water user associations all faced similar problems in relation to operating and maintaining their rehabilitated boreholes. In order to address some of these problems, which were of a technical and bureaucratic nature, they decided to organize themselves into a federation of water user associations. People's Voice for Development (PEVODE) was thus established as an umbrella organization of the community management structures, with assistance from WaterAid.

PEVODE recognized the need for exploring how to ensure that the most vulnerable people in the settlements access essential services, and are planning to start processes outside of direct service delivery that may start to address this problem. This is particularly timely as many initiatives and changes are currently underway in Tanzania. This include the planned privatization of the water and sanitation services in Dar Es Salaam, decentralization of government, the Poverty Reduction Strategy Process, the development of a new water policy for Tanzania, and plans for the regularization of informal settlements.

Through PEVODE, WaterAid has been exploring with communities the different levels of service available to address the needs of residents. PEVODE is planning to carry out community mapping and enumeration processes in order to

explore with all of the residents, rather than just those who have been involved directly in the delivery of services, how the differing needs of the community can be addressed.

PEVODE are also considering the possibility of opening savings schemes, with the specific aim of reaching the most vulnerable members of the community, particularly the women. This has been brought about with the realization that the water points that have been installed are in all probability not being used by all members of the community and there needs to be a mechanism for engaging those poorest people who are not able to afford to buy water for drinking from the water point. Also, as drinking water is only one of the many uses of water in settlements in the city, others being for other domestic purposes, or for business purposes, it is necessary to understand how water is being used, who is paying for it, and how much people are paying.

There are technical problems in Dar Es Salaam regarding water quality. While the boreholes are biologically and chemically safe, they do not taste as good as the water which is taken from traditional springs – which is much more likely to be contaminated either by the proximity of latrines, or by industrial waste. This means that even where water is available, at a cheap rate, residents do not necessarily choose to use that water for drinking. This is an issue of water resource management, which needs broad discussion in order to ensure that the needs of the poorest are met.

3.2.4 Management of Urban Water Supply and Sanitation

A succinct and informative overview of maintenance management models for urban and rural water supply and a series of field-based case studies to illustrate these different models have been published by WASH (Water and Sanitation for Health, 1993). They describe a spectrum of models involving the community, various levels of government, and the private sector. Experience shows that there is a wide range of approaches; the difference between them mainly relates to the degree of involvement of the user community, the role of different public sector institutions and levels of government institutions as well as the involvement of the private sector. There are essentially three systems of management with respect to urban water supply and sanitation as depicted in Table 3.1. In practice, however, it is the links between these different systems which are important, whereby the roles and responsibilities are clearly understood by all these different systems.

Centrally Managed Systems

In ***centrally managed systems***, either a utility or local government authority (municipal or rural) undertakes all the activities as part of a planned programme of work. This could be implemented as follows:

- by using the direct labour force commonly employed by such institutions; or

- by using a tender-contract system and departmental works procedures to involve external private sector micro-contractors and local labour; or
- by developing more innovative approaches for private sector involvement, such as term contracting for services; anything more complex than this (e.g. concession arrangements) is likely to be beyond the capacity of all but the largest and most efficient of urban utilities.

The limitations of this approach relate to both the capacity and performance of the institution and the extent of the service coverage, particularly when poor urban settlements and remote rural areas are covered. The lack of strategic O&M planning for the medium to long term is especially common. The actual and potential levels of institutional capacity and support for O&M are generally greater in urban than in rural areas (WASH, 1993). Box 2 identifies some specific problems. A major problem to date has been to set up functioning management systems for the O&M of rural water supply and sanitation systems. In remote areas, all too often the community is left to its own devices without the necessary initial or follow-up support from external agencies.

In rural areas, the traditional model of centralized management tends to be unresponsive and expensive to operate (Arlosoroff et al., 1987); it is clear that the institutional problems associated with centralized maintenance may run very deep

Community Managed Systems

The ***community-managed approach*** involves the residents and community groups who undertake to manage aspects of neighbourhood and village-level work; this could involve people doing things themselves and/or hiring labour for routine and skilled tasks (see Box 3). There is relatively little documented experience of this in the urban sector. The evidence suggests that this approach has limits because:

- i. the activities have to reflect both the willingness to participate and the capacity of the residents; and
- ii. Major repairs require a degree of technical and contractual input, and therefore risk, which the residents may not be prepared to assume.
- iii. The community management option requires a clear understanding of the roles and responsibilities, such as:
 - how to interface with formal institutions operating in the city in order to cover the eventualities of major works; and the definition of minor as opposed to major O&M tasks and the responsibility for action.

A lot of attention has been given to the community management of facilities in rural areas. Instrumental in this was the concept of VLOM — originally "Village Level Operation and Maintenance", which subsequently became "Village Level Operation and Maintenance Management". VLOM was based around the use of

standardized hand pumps, with all routine inspections and minor repairs being carried out by trained people or ‘caretakers’ from the community. A support mechanism for the reporting and repair of serious faults has to be put in place, but with minimum intervention by external agencies.

There are success stories where there was a very high level of support from NGOs. However, as VLOM was introduced in response to a perceived failure of the centralized approach due to inadequate government services, the real test of VLOM is whether or not it can succeed in an ordinary government environment.

Despite the interest and efforts to develop community-based approaches for service delivery, serious problems have been found. Community support cannot be a substitute for weak government institutions; therefore, the need for effective government institutions cannot be avoided. Wherever such problems exist, and where there are no NGOs or other agencies to fill the gap, sustainability will always be difficult.

Household Managed Systems

In ***household-managed systems***, the responsibility for O&M of privately owned on-plot facilities rests with the owner or plot-holder. In this respect, on-plot facilities have several big advantages, such as:

- a powerful incentive for householders to keep their facilities in optimum working order;

- repairs are carried out by the householders;
- householders finance all the O&M costs;
- clear opportunities exist in urban areas for small private-sector local contractors;
- Improving O&M performance is not an issue here, as it is for management by community groups or centralized institutions.

The household is the focus for sanitation activities in both urban and rural areas, as it is within the family that the main impacts of sanitation are felt. O&M activities are concerned with the functioning of latrines and their pit or septic tanks. Problems can arise for the wider community if household activities have an adverse impact on the local environment, e.g. malfunctioning latrines or tanks discharging untreated sewage off the plot.

People in rural areas may prefer a household facility such as a well or simple hand pump if the aquifer is shallow. Some communities who would be unwilling to maintain a communal pump may be quite happy to invest in this option, which has been dubbed 'FLOM' (family-level operation and maintenance) (Waterkeyn, 1993). Family hand pumps are common in the Indian subcontinent and are installed without external support. While not robust, they are cheap and simple to fix and their popularity makes viable the commercial supply of spares. However, the affordability of family water supplies depends upon the availability and accessibility of groundwater.

Table 3.1 Management systems for Urban Water Supply and Sanitation

Management system	Examples	Implications
<i>Centrally managed</i> Private service connections to individual plots which require supporting external infrastructure	Piped water supply Sewerage	Public institutions have statutory responsibility for service delivery and O&M
<i>Community-managed</i> Non-private facilities which are shared by members of a community or user groups; depending on the technology adopted, these may or may not require supporting external infrastructure	<i>With external support infrastructure:</i> Piped water to public stand posts Sewered communal or shared latrines <i>Without external support</i> Communal hand pumps or wells Communal latrines linked to pits or septic tanks	A group of users is responsible for O&M; if there is external support infrastructure, the roles and responsibilities for O&M need to be carefully defined between the community and the external agencies. In some cases, e.g. rural piped water, user groups may be responsible for the whole system including external infrastructure
<i>Household-managed</i> Private on-plot services which do not require supporting external infrastructure	On-plot wells, hand pumps Latrines linked to on-plot pits or septic tanks	Responsibility for O&M of privately owned on-plot facilities rests with the owner or plot-holder, and there is much less of a management issue here

Source: World Bank Discussion paper No. 6 on community water system Development 2000

From the foregone text and literature review it is evident that there is a lot to be done before getting to grips to issues of effective water supply and sanitation.

The most important conclusion that can be drawn, include the following:

- The provision of water and sanitation to a settlement does not assure access for all the residents of the settlement, and systems need to be put in place to protect the interests of the most vulnerable, and those who are unable to pay for clean, safe water. This then raises questions of equity, and justice, and how the most vulnerable can be reached, whether through subsidies, or pricing mechanisms, or through a basic welfare system, that allows water user committees to use their mandate in deciding who should be able to access free or subsidized water (or sanitation services). The Government and NGOs involved in water supply and sanitation also need to be able to understand all the different options for essential services that are available to poor communities, in order to ensure that interventions complement, rather than reduce their choice of service.
- It is apparent that the voices of the poor need to be strengthened, and that their energy tapped to expand development activities from water and sanitation to other areas of need. People's organizations and their federations then need to be linked to other development agencies in order to extend the scope of their current work beyond that which is directly funded by Government or other development partners.
- Women's involvement in the processes of planning and management of water and sanitation services is essential. In many instances, the involvement of women has ensured that development work could actually proceed and most vulnerable residents are able to access services. In many instances, this is an

assumed process. However, due to cultural norms being heavily weighted towards a more paternalistic approach, there still much to be done in order to ensure not just equity, but also to understand the barriers to significantly improving women's lives, and consequently, those of their families.

- Partnership between civil society, local government and service providers is important in creating models for development that not only work, but could also be scaled up. Although the partners and community organizations working in urban areas have demonstrated their ability to access water and sanitation services, and improve livelihoods, the benefits would be extremely limited if the work is not carried out in partnership, or at least in negotiation, with local government and ministry offices. It is only through this kind of partnership and lesson sharing, and the bringing on board of individuals and institutions that progress can be made on changing policy.
- The Government and its partners need to be aware of a wide range of technical solutions in water and sanitation in order to be able to work with communities to find the most appropriate, both in terms of cost, and in terms of technology. The more autonomy that the communities have to decide on the service to be provided, the more sustainable the solution will be. Clear and accurate information on the relevant technologies needs to be made available in order for communities to be able to make the best decisions.
- Importance of the recognition of a range of water sources, used for a range of uses, including use for business, urban agriculture, livelihood activities, etc.

Access to water supply in the circumstances of the urban poor does not only mean access to safe water for drinking, but to other water sources that could be used for a variety of purposes.

3.3 Policy Instruments for Water Supply and Sanitation in Tanzania

Policies governing all matters pertaining to water supply and sanitation in Tanzania are enshrined in the national and sectoral policies and strategies. The main macro-economic policy document, which gives prominence to water supply and sanitation include, the Tanzania Development Vision 2025, the Poverty Reduction Strategy (PRSP – II); and the National Strategy for Economic Growth and Reduction of Poverty (NSGRP) Issues of water supply and sanitation are integrated into the three objective of the Tanzania Development Vision 2025, namely Food self-sufficiency and food security, access to quality primary health care for all and universal access to safe water.

Water supply and sanitation are among the top priorities among the objectives of the PRSP II and the MKUKUTA. These augur well with the stipulations in the Water Policy, which among other things emphasizes the need for improved access to safe drinking water and cleaner sanitation and environment through more focused involvement of the local communities and the private sector.

The water policy promotes the role of communities in the operation and maintenance of their water supply systems. The policy provides for the full involvement of users at all stages of the project cycle: - preparation, implementation and operation and maintenance and other aspects of sustainability. Community groups and other entities are encouraged to assume ownership of water supply schemes. This is tied up with elements of cost-sharing although modalities are not well outlined. Moreover, institutional aspects, especially the roles of the different sector agencies have been extensively highlighted in the water policy, emphasizing the need for increased cross-sectoral co-ordination.

Of the many challenges to the sustainability of water supply projects in developing countries, two stand out to be the most prominent. The first is the dependence of community-based approaches on the strength of community spirit. The second challenge lies within Government agencies themselves. Bureaucracies, tend to be rigid in their structures, staffing, rules, and procedures, as well as providing inadequate remuneration to their staff. The radical change of approach from direct implementation of projects to the enabling of communities to manage their own schemes requires major shifts in attitude, approach, and technique, which have been very slow in emerging. A recent review of the African domestic water and sanitation sector, it is generally

agreed that, community engagement and empowerment is the solution to the sustainability of water supply and sanitation services.

Government policies and strategies have been succinctly linked to the Millennium Development Goals (MDGs), which were agreed upon by world leaders in September 2000, through a **Millennium Declaration**, distilling the key goals and targets agreed to at international conferences and world summits during the 1990s.

CHAPTER FOUR

RESEARCH METHODOLOGY

This chapter describes the research methodology used in community needs assessment as well as in conducting monitoring and evaluation for the project. The researcher uses both qualitative and quantitative methodology.

A participatory and interactive research methodology was preferred considering the nature of the study at hand. The Researcher carried out an objective and iterative consultative process to ensure the effectiveness of the chosen methodology. The elements of the research methodology are elaborated hereunder:

4.1 Study Area

The Study was conducted in Hananasif Ward of Kinondoni Municipal which is one among the three municipalities in Dar-es-Salaam City. Kinondoni Municipality covers an area of 2368square kilometres

The study was carried out with an intention of analyzing the whole management and institutional set up of the Hananasif Community Development Association (HCDA-CBO) and how it relates to its members in terms of Water Supply and Sanitation. This was with a view to look into ways of solving various

developmental constraints, which have caused the poor performance of the CBO inhibiting its capacity to attain its objectives and obligations to the community as a whole. After conducting community need assessment the study come up with the development of the project which will solve the identified problems. The project developed was for building a sustainable and strong community management model for water supply and sanitation projects.

4.2 Methodology for Community Need Assessment

4.2.1 Research design

The research design of the study was a cross section survey. A cross sectional study consisted of asking questions to a representative sample of the population at a single point in time where instruments like questionnaires and interview schedules are used among others (Babbie, 1990). The design is most appropriate for descriptive purposes and determination of relationship between variables.

4.2.2 Population

The population of this study was made up of ward and Cell Leaders, HCDA members and Leaders; and other communities within Hananasif Ward. A Sampling process was conducted through random selection stratified and purposive sampling procedures. Respondents were chosen randomly to fill questionnaires or responding to the interviews.

4.2.3 The sample Size

Both Probability and Non-Probability sampling techniques were used in selecting the respondents of the study. Probability sample is defined as one in which each person in the population has an equal chance of being selected. The non-probability sample includes those acquired accidentally.

Selection of Probability and Non-Probability Sampling: In Probability Sampling a stratified random sampling was used in selecting the members of Hananasif Community Development Association and Community members in Hananasif Ward. This means a population was sub-divided into strata of low, middle and high income and then a given number from each stratum was selected. The stratified sampling was chosen due to the fact that it could assure the representation and inclusion of all socio-economic groups in Hananasif Ward in the survey.

The Non-probability Sampling method (purposive sampling) was employed in selecting the Kinondoni Municipal officials, ward officials, Ward Health Center Officials and Institution respondents of the survey. Purposive sampling was chosen because the above respondents have special information to offer due to their expertise in the subject matter as well as their functions in the community.

A sample of 45 respondents was picked by the use of a table of random numbers. This included the HCDA leaders, HCDA members, municipal ward and

street officials and other Hananasif ward Residents. The summary of the sample category is indicated in table 4.1.

Table 4.1 Sample category

No.	Respondents	size
1	HCDA Leaders	5
2	HCDA Members	25
3	Municipal, Ward, and street officers	4
4	Other Hananasif ward Residents	11
Total		45

Source: Researcher 2006

4.2.4 Type of the Survey Instrument(s)

The survey used questionnaires both self administered and in-person interviews, check list and observations. This was to ensure that the information obtained from the questionnaires relates to that from the interviews. Observation was employed as the researcher was observing the sewage systems as well as latrines and solid waste disposals as the survey was conducted during the rainy season. The information collected was used to collect the actual information from the field so as to compare with the information obtained from individuals through questionnaires and interviews.

4.4 Data Collection

Primary Data

Reconnaissance survey was done to provide a general picture of the study area. The main activities during the reconnaissance survey were the identification of ward and Cell Leaders and general familiarization of the study area, the community organization and its people

(i) Semi Structure Interviews

In this type, interview information was collected using pre-determined question and topic that allow new topic to be developed as the discussions are in progress. Question were planned to get overall indigenous knowledge on management issues.

(ii) Questionnaires

Well-designed questions were used to explore information key informants and other respondents from selected Respondents showed above in table 4.1

(iii) Observations

This method was used during data collection process by making an actual visit to the water supply kiosks and also water sewerage systems. The objective of such visit was to see the status/condition of water supply points and also the condition of the sewerage systems in the study area

Secondary Data

The secondary data from the baseline for this study data were obtained from files of various reports of HCDA. Sources of data included, HCDA reports, HCDA minutes as well as ward Development reports on water issues and sanitation. The Researcher also collected Secondary data from the water policies and other journals as well as from various project documents related to water supply and sanitation.

4.3 Data Analysis

The data was systematically analyzed to shed more light on the research objectives. The collected data was analyzed both quantitatively and qualitatively. The quantitative data was compiled, summarized and analyzed using Statistical Programme for Social Studies (SPSS). Descriptive statistics was used to analyze quantitative data while content analysis was employed to analyze the qualitative information collected through verbal discussion with different respondents. Consensus reached in each discussed topic during interview was recorded as the knowledge of the community related to management of water supply and sanitation issues.

4.5 Methodology for Monitoring and Evaluation

Monitoring and evaluation helps to improve performance and hence achieve results. Monitoring and evaluation data was collected by using different methods such as observation, interview Focus group discussion and performance

indicators. Data collected was analyzed manually and presented by using written reports.

a) Participatory Observation

Observational techniques are methods by which an individual or individuals gather firsthand data on programs, processes, or behaviors being studied. They provide evaluators with an opportunity to collect data on a wide range of behaviors, to capture a great variety of interactions, and to openly explore the evaluation topic. The selected team of members from the HCDA under the supervision of the researcher were tasked to collect all seen and heard activities at the site of the project. Among the collected were on the water supply sales points looking on the effective collection of money.

b) Focus group discussion

Focus group discussion was by using the checklist prepared by the researcher before the interview. The discussion was conducted with members and leaders of the organization aimed at understanding the progress of the activities aimed at building the capacity of the community in managing their projects.

c) Interview

The interview will be mostly applied to gather the qualitative information about the monitored indicators. The information regarding the quality of the training,

training methods, training programme, timing of the training and teaching methodology will be collected by interview with the trainees and the HCDA members at large

4.5.1 Study Design

The study used observational descriptive design so as to get as much information for the evaluation purposes. The summative evaluation focused on concrete measurable CED outcomes that derive directly from the project. However, it should be noted that the process of data collection was a continuous process throughout the program period. The collected data were compared with the baseline data collected before the startup of the project.

CHAPTER FIVE

PROJECT IMPLEMENTATION

This chapter explains how this project was planned to be implemented. It covers the planned project activities vis-a-vis the actual implementation to-date.

After finalizing the survey, during CNA (community need assessments) the Researcher held a meeting with members of HCDA to discuss on the survey findings as well as to strategies for the way forward. The summary of the major findings was presented and discussed in depth. The outcome of the meeting was that members of the organization decided to undertake some training programs so as to salvage their lowly performing projects. They also decided to prepare a new Business Plan and a new project and environmental management system. The training program was as a result of outcome from the community needs assessment, which revealed that the major constraint within the CBO was low capacity in managing its projects.

5.1 Planned activities

The planned project activities were expected to produce outputs and products as itemized below.

5.1.1 Project Outputs

- i. community management training conducted to HCDA leaders

- ii. Capacity development training to target group conducted.
- iii. Good Business plan and new Constitutional developed.
- iv. New entrepreneurial skills imparted to Hananasif community
- v. Better communication and interaction among members in the course of managing their projects and other initiatives

5.1.2 Project Products

- i. Projects which are well managed by the HCDA
- ii. Awareness created to community members on the importance of contributing towards the management of their projects as a prerequisite for sustainability
- iii. Knowledge and skills to better manage their credits for income generation imparted to members of the community.
- iv. Increased number of people who are self employed in various business enterprise

5.2 Project Implementation Plan

Planning is a process of which involves describing what is to be implemented.

This section describes the plan that was set out for this project. Table 5.1 shows the lists of activities planned, responsible person for each activity, the resources required and planned delivery timeline

Table 5.1 Project Implementation Plan

Activities	Project Month												Resources Needed	Person Responsible
	1	2	3	4	5	6	7	8	9	10	11	12		
1. Introduce the project to the community.	x													Project facilitator & project leader
2. Conducting CNA	x	x											Stationery fund	HCDA staff and facilitator
3. planning													stationery	Project facilitator & project leader
4. awareness campaign													Fund	Project facilitator & project leader
2. Conduct training to HCDA Staff		x	x										Training manuals stationery and fund	Project facilitator and ward CDO
3. Preparing new constitutional and business plan			x	x									stationery	Project facilitator & project leader and WCDO
4. training on entrepreneurship and marketing to HCDA members				x	x	X	x	x					Training manuals stationery and fund	Project facilitator and ward CDO

5. Introducing new Community Management Modal to the HCDA members and officials												x			Stationery	Project facilitator
6. Ongoing monitoring	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Stationery	The HCDA selected committee & facilitator
7. Evaluation								x						x	Stationery	The HCDA selected committee & facilitator

5.3 The Actual Project Implementation

Table 5.2 Project Actual Implementation

Objectives: Training of HCDA staff and members on various skills by the end of the year 2006.														
Activities Carried	Project Month												Resources used	Remarks
	1	2	3	4	5	6	7	8	9	10	11	12		
1. Introduce the project to the community.	x													The purpose achieved
2. Conducting CNA	x												Fund, stationery	Activity accomplished
2. Planning and Awareness Campaign			x	x	x								Human resources	objective were met
3. Conducting trainings to HCDA members				x	x	x	x	x	x	x	x		Stationery training manuals	Resources were met and activity accomplished
4. Conducting Training to HCDA staff								x	x	x	x	x	Stationery training manuals	Resources were met and activity accomplished
5. preparing new constitutional and new community management modal										x			stationery	Activity accomplished
8. Ongoing monitoring	x	x	x	x	x	x	x	x	x	x	x	x	Stationery	Monitoring was done each month as planed
9. Evaluation								x				x	Stationery	Formative and summative evaluation was done.

5.4 Project Implementation Gantt Chart

Appendix iv shows the actual project implementation Gant chart depicting the narrative and outline on the project implementation report.

5.5 Implementation Report

The implementation of the project was largely participatory and interactive incorporating as many views and ideas from both the members and leaders of the HCDA. Prior to adopting the course of action, the Researcher conducted a quasi Participatory Appraisal to gather the views and preferences of the stakeholders on the way forward. As a result of the appraisal process, the researcher came up with a short-list of activities that he presented to the stakeholders for their consent and prioritization. Incidentally, there was considerable overlap between the proposals from consultative process and those that the Researcher had as her Blue Print. The major proposals in order of priority were as follows:

- Increased transparency in project implementation and participation of the members of the organization.
- Training of the management team on financial management, basic accounting and record keeping.

- Conduct some tailor-made training on community members on investment modalities, project management, loan management, record keeping, bookkeeping and reporting (general entrepreneurial skills development).
- Recovery of loans from members and institution of strict rules and regulation on lending within the organization.
- Increased technical support from the District and Local Government Authorities.

To instil some elements of transparency during the implementation of the proposed activities, the Researcher held yet another round of discussions with both the leaders and the members of the HDCA to set the trend and implementation work plan. During these sessions, the management team presented to the members the financial situation of the CBO, including loans whose repayment was overdue. Various remedial measures to ameliorate the prevailing undesirable situation were deliberated upon and agreed by all parties and the course of implementation was unanimously endorsed. It was also agreed that in order to keep the members abreast with the progress in the implementation of the agreed work plan, general meetings would be conducted on a monthly basis. This would foster transparency on the one hand but also avail the opportunity to members to participate more proactively in the implementation process.

Training of the Management Team was undertaken as the next stage of the implementation of work plan. This was focused on imparting the basic skills on financial management, basic accounting and record keeping that would enable the leaders to be able to work more efficiently while undertaking the responsibilities vested upon them. The three week tailor-made training programme was conducted collaboratively by the District Accountant, the District Community Development Officer and Agricultural and Cooperatives Officer. The training was basically hands-on, implying that the materials and accounting data that was used was derived from the projects that were being implemented by HCDA. This brought in a practical element instead of applying abstract data that would have posed difficulty of interpretation.

Tailor-made training on members of the HCDA was conducted almost immediately after the training of the Management Team. Sample investment small-scale projects, which are known to most members of the Association, were taken as examples. The training sessions were conducted by the same trainers who undertook training on the Management team for a span of three weeks. The Training Materials were jointly paid for by the District and the Association. The participants were divided into several small groups to ensure full participation and interaction. At the end of each session there were group presentations and question and answer sessions, which made the whole exercise lively and

interesting. Generally, the participants were very responsive to the training, with their attendance at the maximum throughout the duration of the training.

The process of loan recovery was seen to be the most intricate and sensitive especially since it involved the reduction of income levels of the borrowers. Considering that most borrowers had no cash and their income generation activities were non-operational/dysfunctional, it was agreed that all borrowers be given a grace period of 6 months after which other measures would then be instituted. To facilitate ease of follow-up of the repayment process, Repayment schedules were drawn up for all the indebted members for the agreed 6 months period. During the 6 months span, the respective borrowers would be assisted to reengage their income generation activities, through the tailor-made training. They would be encouraged to engage in more lucrative income generation activities, which required relatively lower levels of initial investment, like gardening, selling of ice cream, etc. It was agreed among the members that sanctions would be instituted after the elapse of the 6 months. Some of the agreed sanctions and penalties included confiscation of physical assets, confiscation of small animals (poultry) and expulsion from the Association with a penalty over and above the unpaid loan. For practical reasons and in the spirit for exchange of skills, the management team and some members of the CBO were taken on a study tour to Lugoba in Coast Region and Temeke District to see how their peers are undertaking similar projects in their areas. These visits

were eye-openers to the HDCA and had an added impetus on the members to revamp their Organization for more successful economic achievement.

As an effort to enhance the communication and consequently the support of the District Authorities to the HCDA, a mutual Programme of support and communication that was brokered by the Researcher was agreed between the CBO and the authorities. Regular visits by various district technical staff, including the District Community Development Officer, the District Accountant, the District Agricultural and Cooperatives Officer have been undertaken. Through this kind of interaction, it is anticipated that the downward development trend and the general mismanagement of the projects will now be reversed to the positive.

In the implementation of project activities will essentially constitute the consolidation and fostering of the decisions and agreements made to ensure that the organization does not lose grip of its development initiatives. Most important will be the building on and institutionalization of what has been initiated, including setting programmes for periodic training of both the management team and members of the CBO on various issues as may be deemed necessary. More collaborative support will be required to facilitate closer monitoring by Management Team, the Ward and District Authorities.

CHAPTER SIX

MONITORING, EVALUATION AND SUSTAINABILITY

This chapter concerns the monitoring, evaluation and sustainability of the project. Monitoring part shows the process and methods that will be used to measure the degree of the progress of the project against the identified milestones. The evaluation part focuses on the changes made by the project to the lives of the HCDA members and community in general. Lastly, the sustainability of the project entails the building of the necessary capacity of the HCDA members to ensure that the project benefits are generated even after the closure of the project.

A monitoring and evaluation mechanism was prepared and put into action during the implementation phase of the project. This was intended to undertake a situation analysis to check whether the community was versed with some management acumen of their projects and the whole status of the implementation of the projects.

6.1 Participatory Monitoring

Monitoring is a systematic process of collecting and analyzing information to track the efficiency of the organization in achievement of goals. Monitoring provides regular feedback that helps an organization track costs, personnel, and

implementation time, and organizational development, economic and financial results to compare what was planned to actual events. In its simplest terms monitoring is collection and analysis of information to track what's going on. Participatory monitoring is that in which beneficiaries and/or other stakeholders are involved in the follow-up of progress of initiatives that affect their livelihood. Such monitoring calls for frequent feedback and reporting between management and the stakeholders at all time.

6.1.1 Reason for monitoring

Monitoring was particularly conducted to gather information on project progress. Information obtained assist in determining whether the activities are progressing as planned and if leading to the objectives of the project is. Furthermore, it was to ensure early adjustments of the project activities where necessary.

In order to enhance participatory project monitoring, this project employed several techniques on gathering the information. The monitoring done were participatory involving key stakeholders in every stage. Therefore, the monitoring plan and its key results is as shown in Table 6.1 below.

Table 6.1 Monitoring questions, indicators and data collection

Monitoring question	Direct indicators	Indirect indicators	Data collection tools	Who Monitors
1. Are the community members aware of project?	Coverage and number of sensitized	Their involvement to the project	Interview	Community mobilizer
2. Have the community members participated in the community needs assessment?	Contribution of views and ideas	Community meeting for needs assessment	Questionnaire for community need assessment	HCDA Chairperson
3. Are the members of the organization trained on project management	Training report No of persons trained	Practical uses of skills and knowledge acquired	Interview	HCDA Chairperson
4. Are the members of the organization participating in the formulation of the new constitution and business plan?		Minutes of the meeting	Interview Observation	Organization Chairperson Community mobilizer
5. Has the organization purchased all the required water pipes for rehabilitation of water kiosks .	Number and Types of inputs purchased	Tools being used	Interview Photo picture Observation	Organization Chairperson
6. Are the members of the organization conveying the meetings to discuss and prepare project report?	Number of meetings conducted	Minutes of the meetings	Interview	Organization Chairperson

6.1.2 Monitoring methods

The researcher and the HCDA members use different monitoring methods as discussed below:-

(i) Follow up

Making follow-up visits and providing technical advices to groups involved in horticultural and tree planting project.

(ii) Monthly Meeting

It was planned under this project that for monitoring purpose, the group members in every month will meet discuss and prepare a report about project progress. Copy of the report was forward to the project adviser. The project advisor was to visit the project in every after two month for monitoring.

(iii) Focus Group Discussion (FGD)

The researcher used focus group discussion to dialogue with different stakeholders in the project area. In every follow up he made a time was set for FGD. The major issues that were monitored and will continue to be monitored are as follows:

- i. The effective utilization of project resources (time, funds, tools and equipment essential for the implementation of activities.

- ii. Implementation of each and every activity according to the planned work plan and also follow-up of project progress in general.
- iii. The effectiveness of collection of money from the water sale project
- iv. The readiness of the members who had borrowed loans to repay their loans and to contribute towards the environmental cleaning project.

6.1.3 Monitoring Results

During the implementation of this project three monitoring visit were done in every after two-month starting from May 2006. The organization found convening the meetings in every month as it was supposed. Members fully participated and reports were produced and forwarded to project adviser. Minutes of the meetings were found well kept.

It was also found that leaders at Hananasif and ward level were sensitised about the project.

Furthermore, the undertaken monitoring indicated that members of the group conducted a meeting to discuss and identify the mechanism for collecting and unclogging the canals of mud during the rainy season. Moreover, there were project inputs that were to be purchased for the sanitation project for the rehabilitation of dilapidated canals.

Table 6.2 Implemented monitoring plan

Objectives	Items to monitor	Planned Timeline	Actual Timeline
Project Goal: To ensure that Hananasif Community undertakes and manage its projects in a gainful, effective and sustainable manner in conjunction to their business plan.			
1. To conduct outreach and mobilization to HCDA member and leaders	i. Organization of community meetings to introduce the project	Jan 2007	Feb 2007
	ii. Participation of the leader during the meeting	Jan 2007	Feb 2007
	iii. Are the minutes of the meetings well equipped	Jan 2007	Feb 2007
2: Conduct capacity building training to members of the organization	i. Funds allocated and used for training	August 2007	August 07
	ii. Has the target group informed and trained	August 2007	Sept 2007
	iii. Training conducted in a specified period	August 2007	Sept 2007
	iv. Availability of facilitators	August 2007	Sept 2007
3. To empower members of the organization with adequate skills on entrepreneurship and marketing.	v. Has the target group informed and trained	August 2007	Sept 2007
	i. Has the target group informed and trained	Sept 2007	
	ii. Training conducted in a specified period	August/Sept 2007	October 2007
4. To develop a sustainable community management model for the HCDA projects.	iii. Has the members able to develop new businesses	Sept 2007	Sept 2007
	i. The management modal is on place	October 2007	October 2007
	ii. Accounting processes are well set out	Sept 2007	October 2007
5. To equip members of the group with adequate knowledge and skills on management of their projects	iii. Reporting system well set out	October 2007	October 2007
	iv. Do the HCDA members know their responsibilities on the management of the projects they own	Nov 2007	Jan 2007
	v. To the members asks for the project management report	Nov 2007	Jan 2007
6. Conduct periodic monitoring and evaluation for Effective management and general coordination of project	i. Has the members of the community participated in monitoring and evaluation exercise	Dec 207	Jan 2007

6.2 Participatory Evaluation

Evaluation is a systematic process of collecting and analyzing information to assess the effectiveness of the project or programs in achieving its goals. The evaluation provides regular feedback that helps project implementers to analyze the consequences, outcomes and results from the action. It also helps to assess the relevance, scope and sustainability of the project.

6.2.1 Reasons for evaluation

The evaluation of the project was very important in order to assess its progress. Thus it focused on identifying project achievements, challenges and problems. There was a need to examine the performance of the project since its inception. The evaluation also aimed at enhancing the best practices of the project.

6.2.3 Objectives of evaluation

Main Objective

The main objective of the evaluation was to compare the results and outcome of the project and the anticipated objective against the indicators that were developed during formulation of the project.

Specific Evaluation Objectives

The specific evaluation objectives include;

- i. To establish the level of community participation in the managing their Projects,

- ii. To examine the capacity of the community members in sustaining project activities, and
- iii. To describe major project achievements at community level.

These objectives and performance indicators and outcomes are shown in the table 6.3 below

Table 6.3 Evaluation objectives, performance indicators and outcomes

Objectives	Performance indicators	Expected outcomes	Actual outcomes
1. To establish the level of community participation in the managing their Projects	People contributing ideas, skills, labor, money	Increased community participation in project activities	Inadequate community participation
2. To examine the capacity of the community members in sustaining project activities	Community members are knowledgeable and integrating in their activities	Increased community involvement in project activities	Low community awareness
3. To describe major project achievements at community level	Recognition of sanitation project and new other individual income generation activities	Increased income of the individuals in the project area.	Community members initiated the project though in limited number.

Table 6.4 Evaluation questions, indicators and data collection

Evaluation question	Direct indicators	Indirect indicators	Data collection tools	Evaluators
1. Did the project activities incorporate participatory processes?	Activities assigned, contribution of views and ideas	Perceptions of the people on the project activities	Activity reports, Community needs assessment, interview	Evaluation Team
2. Are the community members knowledgeable and capable in managing the project?	Type and skills the community members acquired.	Application of skills gained	Participant observation, interview, group discussions	Evaluation Team
3. Have the project activities brought long-term benefit?	Socio- economic benefits gained out of the project	Reduction in poverty at household level	Participant observation, interview, group discussions	Evaluation Team
4. Are the project activities sustainable?	Level of involvement of the local people in project activities	Linkage of the project to other community activities	Interview, community meetings	Evaluation Team
5. Do the project activities include an effective and efficient communication process?	Established form of communication.	Effectiveness of utilizing the established communication process	Interview, community meetings	Evaluation Team

6.2.3 Resources required It was realized that, for effect project evaluation, there was a need to secure resources - human, physical and financial. The human resource constituted the community members; the HCDA officials ward community development officer, ward Extension officer and other religious leaders. Funds were required to purchase stationery. Securing a meeting venue

was equally important for community members and leaders to gather together and share ideas and views on the progress of the project

6.2.4 Evaluation Methods This study conducted project evaluation so as to assess project achievements constraints and challenges. The methods used for evaluation were as follows:-

i Meeting

The researcher first called a meeting with community members for evaluation. The meeting was attended by 32 participants and it took three days. At first the researcher explained to participants the overall objective of the meeting and invited participants to express their feelings about the project.

Open discussion to all participants and focus group discussions was the methods used interchangeably. These methods were very useful and assisted in exploring more information as discussed in the evaluation of findings.

ii Interview

The researcher also interviewed few HCDA members to learn more about project success. This was done immediately after ending evaluation meeting and it aimed at supplementing for some information collected. The interview was also made to other organization at Hananasif area and the ward officers particular health officer water engineers and community development officer. The aim of interviewing them was to get their views about the project. All of

them had a comment that the project has brought changes for the community members as majorities are thinking for having an income generating projects and they are also ready to contribute on sanitation activities such as cleaning sewerage systems.

6.2.5 Evaluation Findings and Information Analysis

This project went through a participatory evaluation. Both internal and external stakeholders gave their views in regard to its performance. A formative evaluation was done in June 2006, and a summative one in mid December 2006. The evaluation of the project was based on three issues: i) the level of participation of the local community in the project activities - planning, decision-making, implementation, monitoring and evaluation; ii) the capacity of local community in sustaining the project activities; and iii) to explore major project achievements at community level.

The main findings of the evaluation indicated that the level of participation of the local community in project activities was very poor low, particularly at the beginning. The situation has, however, improved over the past one year after undertaking the training package and inculcation of participatory approaches in project management. As testimony to this fact, the some members of the CBO were also involved in the evaluation process.

With regard to project sustainability the evaluation process was indicative of a relatively low level of sustainability of some of the project activities and recommended a review of the approaches so as to integrate aspects of sustainability. It was found out that the level of contribution by the local community both physically and financially was not adequate to sustain the environmental projects. As for income generation projects it was recommended that a better tracking system be imposed on all individual projects so as to ensure the timely repayment of the loans. It was also recommended that the borrowers be facilitated in keeping their books of accounts as well as monitoring of projects for viability.

Generally, the evaluation indicated that there was some scope of improvement in the environment and general livelihoods of the people as a result of implementation of community-based projects.

6.3 Sustainability

Generally, the project is termed to be sustainable if and only if the project benefits continue to be produced even after the project completion and closure. In other words, project sustainability is the capacity of a project to continue functioning, supported by its own sources, even when external sources of funding have ended.

6.3.1 Sustainability Elements

Although the project was de jure owned by the HCDA members, the results and benefits from the project de facto accrued to the whole Hananasif community. The project strategy of building capacity to the HCDA members as well as the Hananasif Ward community on income generating activities and making them to be in a position of managing their projects in a profitable manner created a sense of ownership. Also the project objectives are consistent with government effort to eradicate poverty (PRSP) through empowerment to the communities. The structure which was strengthened by the project i.e. training and skills development were designed to ensure that members and communities oversee the community income generating activities in a sustainable manner.

6.3.2 Sustainability Plan

The community through knowledge and skills acquired would be able to carry on with their businesses as well as their two projects. Further more there are well-established business plans and marketing plans. The Sustainability Plan also describes how planning should facilitate the project sustainable overtime, the steps taken so far, and same expectations of sustainability for the future;

- The HCDA members will provide support on project monitoring and providing ideas to the project leaders on good management of their project.

- The Ward community development officer will have a close following up on the project financial plans and also provide the requisite assistance to the Hananasif community.
- The presence of a functional statutory committee at ward level, which will ensure continuity (through follow up) of activities initiated under the project.
- The presence of Kinondoni Municipal with relevant staff and expertise to willingly enhance follow up and capacity building to community members.

In general, it is envisage that with the set systems, HCDA will be able to sustain its projects in a manner that will facilitate the attainment of its goals and objectives. Hananasif members will capitalize on the renewed collaborative support with the ward and Municipal authorities to proper management of their projects.

CHAPTER SEVEN

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusions and recommendation on the assessments of water and supply projects in the project area. It also shows the successes achieved from the implementation of the project, including the outcome of the training sessions that were undertaken for capacity building for the HCDA members as well as other Hananasif Communities.

7.1 Conclusions

The Study Project has been successful in unveiling the serious problems of the CBO, their causes and effects, which have comprehensively been put into perspective. The underlying problems have been well documented and discussed with the management of the CBO, its members as well as the Ward Administration and District Authorities. Responsibilities and duties have been assigned to each of the CBO stakeholders to ensure compliance and effectiveness in all aspects that have a bearing on the overall revamp of the CBO and its performance. To facilitate this, timeframes for the accomplishment of various landmarks have been set and monitoring system put in place to ensure strict compliance from all parties. Tailor-made training packages that have been imparted to the community, particularly those related to entrepreneurial skills development, including book keeping, project management

and income generation enterprises development have had a very strong impact on the thinking and vision of the community and HDCA management team.

The CBO on its part as well as its members have been responsive enough to embrace the recommendations made towards reversing the downward trend in the performance of their CBO. The main attribute to the lackluster performance of the CBO has been realized to be poverty across the board. The poor management of the projects and the failure of members to payback the loans as well as failure to pay for the environmental cleaning services coupled with the rejection of the new water rates are only effects from the vicious cycle of poverty – also referred to as the poverty trap. To that effect various strategies have been laid out to promote and support various income generation activities both at the individual and association level. Past problems related to income generation projects were reviewed with the CBO management and members and the causes of past failure enumerated. To instill some new vigour and confidence among the CBO members, but also the CBO management team, the Researcher organized some training packages, which are tailor-made for Basic Accounting and Bookkeeping, Record Keeping, marketing entrepreneurship, Communication Skills and Reporting. These packages have been entrusted to the Ward Community Development Officer, who will from time to time conduct training sessions, so as to guide the community on various aspects of the projects and particularly on their income generation initiatives.

For the first time, the Researcher managed to link the CBO with the Ward and Municipal Authorities, both of which had very passive working relations in the past. Through this established link, the CBO will be able to access assistance from various Departments in the District, including community development, agricultural extension, health related packages and social oriented work. Most of the services provided at the District level were unknown to the CBO management. The CBO management at a session with the Municipal Authorities has been urged to be more proactive in its operation, to seek whatever assistance it may require at any time. The municipal authorities also impressed upon the CBO the need to collaborate with its peers both within and outside the Municipal, so as to learn and emulate the positive aspects, especially those related to income generation and management.

It is anticipated that with all the set strategies and management procedures that have been initiated, the CBO will be able to undertake its operations in a proper and effective manner towards achieving its objectives as enshrined in its Constitution and pledge to the entire community of Hananasif.

The Researcher is optimistic that the enthusiasm that has been portrayed throughout the course of the study by the CBO management and community will not be extinguished, but will be an added impetus to the finality of their Vision and Mission to become a shining landmark on this study project.

7.2 Recommendations

The Researcher has drawn a number of recommendations from the Study that have been directed to the different levels of stakeholders of the CBO. This is essentially because there is shared responsibility to the overall success of the CBO and especially since each stakeholder has been entrusted different mandates to a common goal. To that end, recommendations have been drawn for the CBO Management and its members; and the Ward and Municipal Authorities as follows:

7.2.1 Recommendations to the CBO Management and Members

- (i) The CBO management should strive to work within the framework of its Constitution, ensuring that there is wide consultation among the management team and communicating as closely as possible with its members.
- (ii) The Management Team should adhere to the agreed principles of management, especially those pertaining to record keeping, accounting, reporting, monitoring and evaluation.
- (iii) The management Team should be as responsive as possible to its members, ensuring compliance by its members to the agreed covenants, including payment of annual membership fees, maintenance of cleaning roasters and contributing to development initiatives in a timely manner.

- (iv) Members of the community should at all times abide to the stipulations in their Constitution and strive as much as possible to execute and implement the responsibilities entrusted to them.
- (v) Knowing that the CBO is meant to facilitate their general livelihood, the community has to ensure that they refrain from any undertakings that would undermine the interests of the CBO.
- (vi) For stronger and more focused economic activity, the CBO management should facilitate viable members to access services, including financial services that are provided by various agencies.

7.2.2 Recommendations to the Ward and Municipal Authorities

- (i) Both the Ward and Municipal Authorities should interest themselves with the operations being undertaken by the CBO and provide the requisite assistance through their various Departments.
- (ii) Authorities should be forthcoming to inform in due time various initiatives and decisions made at various levels (National, Regional and Municipal) that would impact on the operations of the CBO.
- (iii) Authorities should maintain of roaster of events for the various CBOs in the Ward and Districts and tailor them to theirs, so as to ensure timely support/visits and consultations.

- (iv) Authorities should from time to time (at least on a Quarterly basis) organize forums with various CBOs in the District to facilitate exchange and dialogue among them on issues of common interest.
- (v) Authorities should have well laid down procedure to ensure that timely corrective measures are taken to non-performing CBOs, so as to serve the members from bearing the brunt of mismanagement by their leaders.

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